



DEPARTMENT OF THE ARMY  
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER  
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REPLY TO  
ATTENTION OF

AHRC-EB

22 June 2006

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 5 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commander, US Army Transportation Center, Fort Eustis, VA 23604

SUBJECT: Review and Analysis for Career Management Field (CMF) 88 (Transportation)

1. Reference memorandum, HQDA, DAPE-MPE-PD, 6 June 2006, subject: Memorandum of Instruction for the FY06 CSM/SGM/SMC Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 88 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.
3. Competence assessment of Promotion Zone (strengths and weaknesses).
  - a. Performance and potential. The NCOER system is sound and the panel selected the best qualified NCOs in the CMF. The focus centered on NCOERs in the last five years to determine overall performance and potential. Outstanding performance in leadership positions, primarily First Sergeant and Senior Operations NCO were viewed as key indicators and favorably considered by the panel. Assignment as a Command Sergeant Major or Sergeant Major as a Master Sergeant was also considered as an exceptional duty position for promotion. Most NCOs have served in one or more deployments in a combat zone. While the board did not penalize NCOs who had not deployed to a combat zone, generally, the evaluations of NCOs that had deployed tended to be stronger. There were ample leadership opportunities in CMF 88 for panel members to select the best qualified. The health of the CMF is great and the bench is deep.
  - b. Utilization and assignments (particularly in PMOS). CMF 88 NCOs are used in repetitive CMF jobs. If any there is a potential trend, 88M/Hs have a higher propensity to have diversified nominative jobs while 88N/K/Ls tend to hold the same job longer. Outstanding performance in positions such as CTC OC, AC/RC, Drill Sergeant, Instructor, Equal Opportunity Advisor and Recruiter were viewed favorably by the panel as long as the NCO held the key job and also performed in a position as a First Sergeant or Operations NCO.

c. Training and education. Education was also considered favorable by this panel. Additionally, most Senior NCOs had least an AA level degree. The panel favorably considered an awarded degree, with a bachelors degree viewed as exceptional. On the military education side; NCOs who exceeded the standard (e.g., Distinguished/Honor Graduate) at an NCOES schools were viewed favorably as well as the completion of the Battle Staff Course and United States Army Sergeants Major Academy (USASMA).

d. Physical Fitness. Earning the Army Physical Fitness Badge was a plus. Raters should ensure excellence in physical fitness is annotated on the last NCOER per regulation as "earned the Physical Fitness Badge".

e. Photographs: IAW AR 640-30, the majority of official photographs were taken within the last five years; however, there still too many photographs of poor quality and with rank insignia not commensurate with the individual's actual rank. There were a surprising number of violations regarding the wear and appearance of Army uniforms and insignia (AR 670-1). This was clearly an indicator of little or no attention to detail on the part of the individual taking the photograph and little or no leader involvement in the actual shoot or review of the finished product. Photos were viewed with upside down ribbons, ribbons in the wrong order and unauthorized badges worn but not listed in the ERB (ie weapons qualification badges worn but not in the ERB), or badges listed in the ERB and not worn on the photo (CABs, Iraqi campaign medals, Drivers Badges, and, to include the aforementioned weapons qualification badge). With the Enlisted Selection Board System (ESBS) in place, panel members are able to enlarge specific areas of the photograph, making it even more imperative that NCOs and their chain-of-command ensure only quality, accurate and current photographs are submitted to the board. The photograph is usually the first thing a board member sees and is the initial impression as they assess your file; therefore, ensure your uniform fits properly, know the regulation and take someone with you to the photo shoot... its that important. Missing photos in situations where there was ample opportunity to get one was viewed by panel negatively. The benefit of a doubt was given to NCOs that mentioned discrepancies in the file comments or in a memorandum to the board. It is highly recommended that CSMs inspect their NCOs prior to getting a new photo.

f. Overall career management. The Transportation NCO Corps is strong and very competitive. In fact most are seeking the hard positions to the point that the board went down to the small details in photos and in the record itself to separate selectees. This is highly indicative of a CMF that is motivated, responsible and one that seeks responsibility. Overall career management appears to be meeting Army requirements adequately. With the many on-line personnel tools available to Soldiers, now more than ever, every NCO must become their own career manager.

#### 4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. By in large, the MOSs 88Z are properly aligned with duty positions and are properly structured to facilitate career progression and meet the needs of the Army.

b. Suitability of standards of grade and structure. Adequate.

c. Assignment and promotion opportunity. All assignments in CMF 88 provide excellent opportunities for success. Justifiable and quantifiable comments were the most useful in determining best qualified for promotion and schooling. The only time subjectivity was an issue was when Raters/Senior Raters strayed from regulation (Rater graded the NCO as success even though a needs improvement block was checked), or when a Senior Rater sent a mixed message (2/2 blocks checked yet comments such as "promote ahead of peers, and select now for the CSM program). Elements of subjectivity were difficult to interpret and in some instances the Rater and Senior Rater lost credibility on specific NCOERs (especially when the same bullet comment was reworded to justify multiple excellent blocks). Additionally, in some instances a comparison of annual NCOERs showed a copy paste mentality (where a Rater/Senior Rater copied the same report with minimal variation from year to year-like reports). Finally, Raters in some instances inflated duty descriptions or made up positions not commensurate with grade, which when viewed, degraded overall performance in that report. Successful assignments in positions above an NCOs grade were viewed as strong indicators of potential to lead at the CSM/SGM level.

d. Overall health of CMF 88.

(1) The overall health of the CMF is outstanding. There were very few noncompetitive records reviewed by the board, and those that were noncompetitive tended to be so by documented misconduct.

(2) The best NCOs-- indeed, the best of the best -- were viewed as those who stepped up to the plate and took hard jobs, who had a variety of jobs, and who performed well consistently.

## 5. Recommendations.

a. Competence. Time and energy spent in the NCOER process was clear and a high payoff for the chain-of-command's efforts to get a top performer promoted. Consistency remains a critical part of this effort. A "2" block by a Senior Rater in potential followed by a bullet comment of "unlimited potential" is confusing. Enumeration is a powerful Senior Rater tool.

b. Recognition: NCOs in this CMF are doing a good job of seeking recognition for excellence were noted but should start earlier in career development (Audie Murphy, Sergeant Morales and the Order of Saint Christopher recipients, ect).

c. Presentation: Since DA Photos give the initial presentation of an NCO, this board recommends that the NCO Support Channel inspect the uniform before the NCO takes the photo to insure the best possible presentation.

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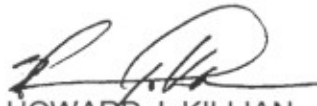
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d. Component files: Insure component NCOs on active duty who compete for selection in the active duty process review their ERBs and update accordingly. It is vital they understand the process and submit a verified and complete board packet.

6. CMF Proponent Packets.

a. Overall quality. Good, overall, however, reserve component NCOs on active duty tended to have noncompetitive and incomplete packets.

b. Recommended improvements. Continue to post the R&A to the proponency web site and ensure that promotion eligible NCOs are aware of what it is and how it can help them. Distribute the R & A to the field to provide the rating chain of command positive feedback on the board process.



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